

## BASIC DETAILS:

<b>Subject:</b>	DIRECCIÓN DE PERSONAS		
<b>Id.:</b>	30453		
<b>Programme:</b>	GRADUADO EN ADMINISTRACIÓN Y DIRECCIÓN DE EMPRESAS (BOE 26/11/2010)		
<b>Module:</b>	ORGANIZACION DE EMPRESAS		
<b>Subject type:</b>	OBLIGATORIA		
<b>Year:</b>	3	<b>Teaching period:</b>	Primer Cuatrimestre
<b>Credits:</b>	6	<b>Total hours:</b>	150
<b>Classroom activities:</b>	60	<b>Individual study:</b>	90
<b>Main teaching language:</b>	Inglés	<b>Secondary teaching language:</b>	Castellano
<b>Lecturer:</b>	MASTRAL FRANKS, VANESSA (T)	<b>Email:</b>	vmastral@usj.es

## PRESENTATION:

This subject will provide you with an understanding of the different techniques used by Companies in an attempt to ensure human capital is more effective and productive . How people are managed in the workplace influences what they think about their work and their employer and therefore their behaviours and actions in the workplace. What the employer does and how they behave will impact on the way people feel about their work and the kind of commitment they are willing to put into it for their employer. And conversely the way people feel about how they are managed at work and their employment relationship may generate conflict and resistance to managerial controls. Human Resources analyses the employment relationship and the way people are managed in the workplace. It explores these issues not only in the context of the individual employee and their employer, but in the context of the wider workplace, the labour market and economic forces shaping the world of work, technological changes, employment regulations and social trends. The world of work is fast changing so an understanding of how this all affects the way people are managed in the workplace is of tremendous significance theoretically and practically. The employment relationship is not only an economic exchange of pay for effort, but also a legal contractual relationship and a social and psychological one. We explore all of these dimensions to develop a more rounded understanding of managing people in work.

## PROFESSIONAL COMPETENCES ACQUIRED IN THE SUBJECT:

<b>General programme competences</b>	G02	Creative and efficient resolution of problems that arise in day-to-day, in order to ensure the highest levels of quality of professional work.
	G03	Ability to organise and plan the work in the context of continuous improvement
	G06	Ability to incorporate ethical principles into the professional culture, giving priority to ethical commitment to customers and society.
	G07	Ability to work in an international context and innovate and adopt new approaches used in other national contexts.
	G09	Oral and written communication in English in academic and professional contexts.
	G10	Ability to apply the acquired knowledge, adapting it to the needs and special features of each situation and person.
	G11	Ability to come up with new ideas (creativity).
	G15	Ability to establish and meet the most appropriate quality criteria and apply methodologies and work strategies geared towards continuous improvement.
	G16	Ability to assimilate concepts of a social and humanistic nature into a comprehensive university education to enable the development of ethical values such as solidarity, multiculturalism, equality, commitment, respect, diversity, integrity, etc.
	<b>Specific programme competences</b>	E01
E12		Ability to propose, design and implement an appropriate human resources management plan into the reality of the company.
E14		Understand the principles of business ethics and be able to design scenarios in which these principles can be put into business practice.
<b>Learning</b>	R1	Analyse, using relevant theories, the key concepts and processes involved in delivering

<b>outcomes</b>		effective high quality, practical and innovative people solutions to specific business challenges
	R2	Determine and evaluate which aspects of managing people contribute to exceptional performance and how these impacts on the overall business success
	R3	Demonstrate knowledge and understanding of the theories, concepts and principles around the management of people
	R4	Explore and discuss a range of people management theories and practices
	R5	Apply and practice these theories. Use investigation and interrogation to evaluate the success of the different working practices in managing people.

**PRE-REQUISITES:**

None

**SUBJECT PROGRAMME:**

Observations:

1.- The organization and people behaviour. This part of the subject aims to study and understand people's behaviour in organizations. These chapters will cover the role of Human Resources and equal opportunities.

2.- HR Management Tools. This part of the subject aims to study the specific tools available to HR professionals and managers. The chapters will cover recruitment techniques, talent identification, people development, learning tools as well as the benefits of a strong engagement and change management.

**Subject contents:**

<b>1 - The Organisation and People Behaviour</b>
1.1 - HR History and Evolution of Responsibilities
1.1.1 - History and Evolution
1.1.2 - HR Organization and Positioning
1.1.3 - Why do we need HR?
1.1.4 - Criticism
1.2 - Equal opportunities
1.2.1 - Equal Opps and the Law
1.2.2 - Types of EO and Defense Mechanisms
<b>2 - HR Management Tools</b>
2.1 - Attracting, Recruiting and Selecting
2.1.1 - Job Analysis and Talent Management
2.1.2 - Recruitment and Selection Planning
2.1.3 - Recruitment and Selection Process
2.2 - Training and Developing
2.2.1 - Training Needs Analysis
2.2.2 - Training as a Motivational Tool
2.2.3 - Training Techniques
2.4 - Performance Management
2.4.1 - Improving Performance
2.4.2 - Appraisal Techniques
2.4.3 - fairness and Interviews
2.5 - Employee Retention and Engagement
2.5.1 - Retention strategies
2.5.2 - Career Management
2.6 - Reward Strategy
2.6.1 - Factors Influencing Reward
2.6.2 - Job Evaluation Methods
2.6.3 - Competitive Pay Plans
2.6.4 - Pay and Performance
2.6.5 - Benefits

Subject planning could be modified due unforeseen circumstances (group performance, availability of resources, changes to academic calendar etc.) and should not, therefore, be considered to be definitive.

## TEACHING AND LEARNING METHODOLOGIES AND ACTIVITIES:

### Teaching and learning methodologies and activities applied:

The approach taken in this subject is to involve you as entrepreneurial learners through an interesting combination of face-to-face lectures, essential reading texts, a wide range of recommended texts available to extend your learning and relevant group and individual tasks. You will be responsible for a significant amount of self-study having to identify your sources of information, comparing and providing founded opinions on issues debated. For this you will need to ensure that you fully understand all the concepts! The contents and organisation of the lectures may be modified subject to external factors such as the groups progress, changes made to the school calendar etc.

The main purpose of the Business Lab is to introduce students to the reality of business, from day one ( or from the start), providing them with the opportunity of working in a team and identifying problems, taking decisions, providing solutions and developing contingency plans for real problems. These activities have the ultimate purpose of developing the social and technical abilities of the students, as well as improving their performance and creating a personal imprint that will provide them with a competitive advantage when faced with the work market. The activities will be very varied, from the resolution of cases to visiting companies or attending seminars, always providing solutions to real problems. The students will have to attend a number of activities, which will be planned in advance, and which will be developed through the term. All the activities will have a common theme. The activities will be evaluated in the following way: (1) As an integrated activity of team work with the percentage established in the assessment of the subject. (2) With a mark of 0-0.75 given for the presentation and oral defence of the team's conclusions to a panel of experts selected by Business Administration and only if the results are at least a "pass" (acceptable). This mark will be added to the mark of the final exam. The presentation will take place in December.

### Student work load:

Teaching mode	Teaching methods	Estimated hours
Classroom activities	Master classes	16
	Other theory activities	6
	Practical exercises	10
	Debates	5
	Coursework presentations	9
	Films, videos, documentaries etc.	4
	Other practical activities	8
	Extra-curricular activities (visits, conferences, etc.)	2
Individual study	Tutorials	5
	Individual study	22
	Individual coursework preparation	20
	Group coursework preparation	18
	Research work	10
	Compulsory reading	11
	Recommended reading	4
<b>Total hours:</b>		<b>150</b>

## ASSESSMENT SCHEME:

### Calculation of final mark:

Written tests:	20	%
Individual coursework:	20	%
Final exam:	45	%
Group course work (Business Lab/Group Work):	15	%
<b>TOTAL</b>	<b>100</b>	<b>%</b>

\*Las observaciones específicas sobre el sistema de evaluación serán comunicadas por escrito a los alumnos al inicio de la materia.

## BIBLIOGRAPHY AND DOCUMENTATION:

### Basic bibliography:

Huczynski, A. Buchanan, D. Organizational Behaviour. Pearson Education, 6th edition 2007
Foot, M., Hook, C. Introducing Human Resources Management. Pearson Education 5th edition 2008
Gomez-Mejía, L., Balkin, D., Cardy, R. Gestión de Recursos Humanos. Pearson Educación 5ª edición 2008
Mullins, L.J. Management and Organisational Behaviour. FT 7th Edition 2005
Dessler, G. Human Resources Management. 4th Edit. Pearsons. 2015

### Recommended bibliography:

Watson, T. Organising and Managing Work, Pearson Education. 2002
Storey, J. Human Resource Management – A Critical Text, 3rd Edition, London: ThompsonLearning.2007
Tyson, S. Human Resource Strategy, London: Pitman. 1995
Holbeche, L. Aligning Human Resources and Business Strategy, Oxford: ElsevierButterworth-Heinemann. 2002
Mullins, L. Management. 2007
Handy, C. Inside Organizations – 21 Ideas for Managers, London: BBC Books.1990
Goleman, D. Working with Emotional Intelligence, London: Bloomsbury. 1998
Belbin, R. M. Management Teams : Why They Succeed or Fail, 2nd Edition, Oxford : Elsevier Butterworth-Heinemann.2004

### Recommended websites:

Asociación Española de Dirección y Desarrollo de Personas (AEDIPE):	<a href="http://www.aedipe.es/">http://www.aedipe.es/</a>
RRHH Digital	<a href="http://www.rrhhdigital.com/index.php">http://www.rrhhdigital.com/index.php</a>
Personnel Today	<a href="http://www.personneltoday.com/home/default.aspx">http://www.personneltoday.com/home/default.aspx</a>
The Chartered Institute of Personnel and Development	<a href="http://www.cipd.co.uk/">http://www.cipd.co.uk/</a>
Diccionario de la Real Academia Española	<a href="http://www.rae.es">www.rae.es</a>
European Computer Driving Licence (Spain)	<a href="http://ecdl.ati.es/">http://ecdl.ati.es/</a>